



**SECRET**

DD/S 70-2232

8 JUN 1970

DD/S

MEMORANDUM FOR: Executive Director • Comptroller

FILE

*QJM*

**SUBJECT** : The Director's State of the Agency Message

Colonel White:

There appears to be some genuine worry among Agency personnel about the role of the Agency and the U. S. Government in Southeast Asia in the face of reaction and broadening of difficulties on the U. S. domestic scene. As I understand it, the worry is reflected more in the younger personnel and the move into Cambodia has sharpened this worry, presumably in the same manner it has worried a number of U. S. citizens in the public scene. In a non-challenging and in a sincerely loyal way, some questions are being raised orally on this matter and there are some employees who may be considering putting their concerns on paper with a view to seeking clarification from senior Agency management. I would assume that most of these employees are not privy to the highly controlled information on the current action in Southeast Asia and the absence of knowledge, except as they see in the newspapers, is probably stimulating and heightening their concern. As a further description of this matter and stated somewhat differently, some of these officers worry a bit about their relationship as intelligence officers interested in foreign affairs with their concerns as citizens interested in the domestic scene. I do not think they are challenging the issue but they are merely seeking some reassurance on a subject that is troubling many people in the American scene.

25X1

While it is recognized that information concerning [redacted] is rather sensitive, it might be helpful and reassuring if the Director could speak in some degree to this subject in his State of the Agency Message. A voluntary statement to break the "silence" would be a welcome example to the employees of the desire of senior management to acquaint them with our part in matters of intense national concern.

SIGNED R. L. Bannerman

R. L. Bannerman

DD/S:RLB:llc (8 June 1970)

Distribution:

O - Addressee 1 - DD/S Subject

1 - ER

1 - DD/S OLR/NO

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**SECRET**

GROUP 1  
Excluded from automatic  
declassification

DD/S 70-2163

27 MAY 1970

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : The Director's State of the Agency Message

REFERENCE : Multiple Adm Memo dtd 18 May 70 fr Ex. Dir.-  
Compt., same subj

1. This memorandum is for your information and consideration.
2. I believe that the 500 places should be divided in proportion to personnel on duty in the Washington area. According to our information, this would work out as follows:

<u>Component</u>	<u>% of Hqs On Duty</u>	<u>Auditorium Position Allotment</u>
O/DCI	5	25
DD/I	30	150
DD/P	30	150
DD/S&T	10	50
DD/S	<u>25</u>	<u>125</u>
Totals	100	500

I suggest that you and the Deputies determine the suballocation within the above totals. I also suggest that the places be limited to professional or semi-professional employees in grades GS-07 to GS-15. Further, I believe that the Director's remarks should be put on tape and film for use with additional employees as well as being reproduced for dissemination to remote areas.

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3. The M.A.G. paper itself contains an outline of most of the items I believe the Director should cover. I have attached in somewhat expanded form a paper setting down the type of thing the Director might say. I have noted a number of places where examples could or should be employed — that others are better able to suggest than I am.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

Att

Suggested Remarks by the Director

ADD/S:JWC/ms (27 May 70)

Distribution:

Orig - Adse, w/Att *BY HAND -*  
1 - ER, w/Att *MAQ*  
1 - DD/S Chrono, w/o Att  
1 - DD/S Subject, w/Att & Ref (DD/S 70-2024)

### SUGGESTED REMARKS BY THE DIRECTOR

1. We are here today as suggested by the Management Advisory Group -- a group of young officers appointed to represent all Directorates -- to talk about the Agency. Perhaps we can glance at the immediate past, the Agency today, and the years ahead.

2. In the sixties, the Agency and intelligence made essential advances and many contributions. We can point with pride to our Agency as an organization. We have maintained our position as the objective, non-aligned presenter of facts and estimates based on available information, and it is vital that we never deviate from this position -- that we never take sides. We can be encouraged by the dedication of Agency personnel to its work, by their acceptance and preservation of security standards and restrictions, by their good sense in abstaining from public conduct which would embarrass their organization -- regardless of their private views.

3. We read about and hear of attacks on CIA -- especially regarding its part in the Southeast Asia "war" -- in news media, on campuses, and by some prominent public and private officials. We cannot but be concerned about these. In fact, some Agency employees and very likely many Agency families may wonder whether any of the charges are true. Let me again

reassure you that what the Agency is doing is, as acknowledged openly by

K1  by direction of constituted authority.

4. What is the Agency's standing in the executive and legislative branches of the Government? The Agency's voice has been sought and heard more and more widely in recent years and especially in the past eighteen months. We have devoted increasing amounts of time to inter-Agency committees, task forces, and panels (insert examples such as Under Secretaries Committee and WSAG). We have appeared before and given briefings to Senate and House committees, subcommittees, and individual members on a wide gamut of subjects (insert statistics on appearances and examples of committees, such as

I believe that these facts alone confirm the importance attached to the Agency's role. I believe also that we have been and continue to be extremely well received. We do have some security worries with the broadened exposure of CIA information, but, by and large, we believe that our security controls have not been violated.

5. With the news media, our contacts are very extensive even though we maintain for publication basically a "no comment" position. On occasion it is necessary or desirable to provide background briefings in order to avoid or correct some factual distortion. We have not been driven from campuses,

broadly speaking, but we have refused becoming involved in any confrontation with campus groups.

6. While the Agency continues to receive an adequate share of resources, we see the cost of doing our business increasing steadily -- just as the rocketing cost of living increases the drain on our personal finances. Given the demands on U. S. Government resources, we must anticipate having to do more with less. We do not now contemplate any R.I.F. such as is apparently being applied in other organizations. We do foresee adjustments in the mix of skills in the Agency -- this will be a continuing process for all the years ahead. We do not see machines "replacing all humans" -- in some activities it is now clear that human resources are much more productive than vaunted machines. A machine will never recruit an agent nor do I think it will make an intelligence estimate. Ultimately humans must direct all machines. On the other hand, I must be realistic and acknowledge that, inevitably, there must be changes in emphasis on our capabilities if we are to be capable of producing and utilizing ever new technology. Considerable changes have already occurred as new talents have been entered on duty or as we have retrained others currently on board.

7. Finally, I would like to point out some of our specific accomplishments in recent years and to identify directions or goals for the future (list the most important accomplishments -- for example, a clandestine operation;

a photographic "first"; a missile firing or other technical detection; an "action"

1  with a specific assurance that programs of this type are undertaken by the Agency only by direction). (List goals.)



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DD/S 70-2232

*Revised  
(new sentence  
inserted)*

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : The Director's State of the Agency Message

Colonel White:

There appears to be some genuine worry among Agency personnel about the role of the Agency and the U. S. Government in Southeast Asia in the face of reaction and broadening of difficulties on the U. S. domestic scene. As I understand it, the worry is reflected more in the younger personnel and the move into Cambodia has sharpened this worry, presumably in the same manner it has worried a number of U. S. citizens in the public scene. In a non-challenging and in a sincerely loyal way, some questions are being raised orally on this matter and there are some employees who may be considering putting their concerns on paper with a view to seeking clarification from senior Agency management. I would assume that most of these employees are not privy to the highly controlled information on the current action in Southeast Asia and the absence of knowledge, except as they see in the newspapers, is probably stimulating and heightening their concern. I do not think they are challenging the issue but they are merely seeking some reassurance on a subject that is troubling many people in the American scene.

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While it is recognized that information concerning [redacted] is rather sensitive, it might be helpful and reassuring if the Director could speak in some degree to this subject in his State of the Agency Message. A voluntary statement to break the "silence" would be a welcome example to the employees of the desire of senior management to acquaint them with our part in matters of intense national concern.

R. L. Bannerman

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

DD/S 70-2232

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : The Director's State of the Agency Message

Colonel White:

There is evidence of genuine worry among Agency personnel -- perhaps particularly among the younger professionals -- about the role/position participation of the Agency (and the U. S. Government) in Southeast Asia in the face of broadening difficulties on the U. S. domestic scene. The move into Cambodia has singularly crystalized or intensified this worry. In a non-belligerent, fully loyal way questions are being postulated orally and there are apparently some evidences of actions to put the concerns on paper with the ultimate view of seeking clarification (and I imagine reassurance) from senior Agency management.

I believe that we should recognize and accept as understandable the worry or concern -- I am convinced that they are by no means limited to the younger officers -- and voluntarily deal with it. Such action would not only be evidence of "enlightened" management but would, hopefully, also cut off or forestall any activities leading to more formal requests for information.

25X1 I recognize that information about the Agency and [ ] is extremely sensitive, subject to most stringent need-to-know controls. I can appreciate that it might, therefore, be impossible for the Director in his State of the Agency Message to speak to an auditorium audience of 500 people on this subject, although I believe that this is the type of thing the M.A.G. had in mind in proposing such meetings. I suggest, nonetheless, that this matter be discussed with the Director to determine if in the auditorium talk he might not at least acknowledge

25X1 [ ] as an understandable puzzlement/worry with which he at that

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time is precluded from dealing because of necessary security limitations. If the auditorium group is too large, I wonder if the Director might agree to a smaller Agency segment, such as the CT "class of 1966" or a small cross-section group of about that age, meeting with him in either the USIB or DCI Conference Room for a discussion

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The above suggestions fit closely with the basic M.A.G. statement of the problem in the second paragraph of its 27 February 1970 paper, including the idea that the Agency explains itself more completely to outsiders than it does to its own personnel.

R. L. Bannerman

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